COMMENTS, PROBLEMS AND SUGGESTIONS

FOR

PROSPECTIVE MANITOBA PROVINCIAL FINAL GAMES HOST COMMITTEES

BASED ON

1988 MANITOBA PROVINCIAL SUMMER FINAL GAMES

Together '88 We Win. Manitoba Summer Games

Manitoba

Industry, Trade and Tourism

Sport Directorate

205 — 379 Broadway
Winnipeg, Manitoba, CANADA
R3C 0T9

89-03975/

December 6, 1988

To: All Communities Interested in Hosting a Manitoba Provincial Final Games

In the future, your community may consider submitting a bid to host Manitoba Provincial Final Games in the summer or winter.

The manual "Comments, Problems and Suggestions for Prospective Manitoba Provincial Final Games" is attached with the hope that it may assist in preparing a bid for a Games and planning, organizing and conducting a Games if your community is selected as the Host. This manual was prepared by Roger Smith who was Vice-Chairperson of the 1988 Summer Final Games and responsible for all administrative aspects. He was assisted in this task by many persons who took a leading role in the organization and conduct of these Games.

This manual is based on their experience and suggests:

- organization of committees and assignment of duties,
- problems that will be encountered and how they may be overcome,
- procedures and guidelines that might be followed to improve the operation of the Games and its services.

If you wish further information on the matter covered in this manual, the author will be glad to assist you. He can be reached by mail or phone at:

R.M. Smith
Box 51
Pinawa, Manitoba
R0E 1L0
Phone: (204) 753-2655

The Chairperson of the 1986 Manitoba Provincial Winter Final Games, Mrs. Lorna Rogan and her volunteers gave considerable assistance to the 1988 Summer Games. Their assistance is greatfully acknowledged by the 1988 Summer Games Host Committee.

MANITOBA PROVINCIAL FINAL GAMES

INDEX

		Page
I	OVERVIEW	
A	Purpose of Report	1
B	Purpose of Manitoba Provincial Final Games	1
C	Responsibility for Manitoba Provincial Final Games	2
II	ROLE AND ORGANIZATION OF FINAL GAMES HOST COMMITTEE	
A	Host Committee Responsibilities	6
B	Organization Charts	9
C	Board of Directors	12
D	Recruitment and Responsibilities of Senior Staff	13
E	Host Teams	17
F	Municipal Responsibility	18
III	MAJOR OPERATIONS AND SERVICES	
A	Sports Events	19
B	Finance and Insurance	26
C	Marketing	32
D	Media Relations	38
IV	COMMUNITY SERVICES	
A	Accommodations	43
B	Catering	47
C	Medical	53
D	Security	56
E	Communications	59
V	COMMUNITY OPERATIONS	
A	Registration	61
B	Opening & Closing Ceremonies	66
C	VIP & Protocol	69
D	Entertainment	70
E	Results Centre	72
F	Volunteers	77
G	Transportation	79
H	Commissaries	80
VI	BENEFITS TO HOST COMMUNITY(S)	82

The 1988 Summer Games were considered a great success by the athletes, other participants, the spectators, and the volunteers whose work made the Games possible. The towns of Beausejour and Pinawa will benefit from the new sport facilities, the publicity, and friendships with people throughout Manitoba, for many years to come. The 1988 Games Host Committee encourage your community to bid to host one of the Games.

Sincerely,

Rick Lambert
Sport Directorate

Roger Smith
1988 Manitoba Summer Games

/ssm
Attachment

COMMENTS, PROBLEMS AND SUGGESTIONS
for
PROSPECTIVE MANITOBA PROVINCIAL FINAL GAMES HOST COMMITTEES
based on
1988 MANITOBA PROVINCIAL SUMMER FINAL GAMES*

I OVERVIEW

A Purpose

1. To suggest to prospective host committees how they might organize and distribute tasks to their committees and sub-committees.
2. To advise them of their responsibilities and the scope of their responsibilities, together with the responsibilities of other sport organizations with whom they will be associated.
3. To warn them of problems that they may encounter.
4. To suggest to the host committees, and their sub-committees, methods to make the Games successful and overcome difficulties.

B Purpose of Manitoba Provincial Final Games

1. To serve as the Provincial Finals for the winners of the Manitoba Regional Games. Seven Regional Games are held throughout the Province about 1 1/2 to 2 months prior to Final Games.
2. To play a role in stimulating greater participation in amateur sport throughout Manitoba.

* For brevity, whenever the word "Games" is used in this document it means Manitoba Provincial Final Games. The words "1988 Games" means the "1988 Manitoba Provincial Final Summer Games".

3. To enable a broad range of Manitoba athletes, who do not yet have, or no longer have, the skills, experience and interest to represent Manitoba in interprovincial, or higher performance competitions, to participate in Olympic-type sports competitions.

C Responsibilities

The work and responsibilities of various sports organizations respecting the Manitoba Games is somewhat complex. This information is required by the Host Committee so that they are aware of their own responsibilities together with the role of other organizations. The Host Committees responsibilities are described in Section II A which follows. The responsibilities of other organizations, as they relate to the Host Committee, are described briefly below:

1. Sport Directorate provides:
   (a) Most of the funding required by Host Committee for capital and operating expenses. The amount of this funding is specified in the Manitoba Games Provincial Host Bid Package.
   (b) funds to Host Committee for extra meals supplied in excess of those required in the Bid Package and approved by the Sport Directorate.
   (c) consultation on most matters relating to the Games.
   (d) representatives to attend meetings of the Host Executive Committee and other Host Games Committees.
   (e) technical package for Games sports events.

(f) liaison for Host Committee with other major organizations associated with the Games (i.e. Manitoba government, regional sport development associations, the media, and the general public.

2. Manitoba Games Council

(a) advises the Manitoba Minister of Sport, in conjunction with the Sport Directorate, on the suitability of the communities, who have submitted an application, to be chosen as the Host Community for a specific Manitoba Games,

(b) provides transportation of Game participants, excepting those residing in host community(s) to the Final Games,

(c) provides medals to persons winning sports events, and trophies to regional winners in Final Games competition, and Games pins to participants and volunteers,

(d) assists the Sport Directorate in determining, the sports, categories and sports events that are to be included in each Games,

(e) provides provincial-wide publicity for the Games,

(f) solicits donations for the Games; and may in future, take over-all responsibilities for marketing the Games.

3. Provincial Sports Association (one for each major sport)

(a) provides training for athletes. Officials for the Games sports events. Coaches and officials for the Games are often supplied by or with the assistance of, these Sports associations,

(b) prepares, in conjunction with the Sport Directorate, the technical package for the Games sports events,

(c) reviews proposed modifications to the sports schedule and technical package to meet requirements and conditions at Final Games sites;

(d) in conjunction with the Host Committee, determines what modifications to Games sports venues are needed to meet requirements for conduct of the Games sports events.

4. Sports Development Associations for Each Sports Region in Manitoba

(a) selects athletes and teams who will represent their region in the Manitoba Final Games on the basis of their Regional Games. These Regional Games are usually hosted about 1 1/2 to 2 months before the Final Games,

(b) assembles registration forms, for their athletes who will participate in Final Games, and sends these registration forms, together with Final Games registration fee, to the Host Committee,

(c) resolves, in conjunction with the provincial Sport Directorate and the provincial Sports Association concerned, the eligibility of their representatives to compete in Games,

(d) provides a mission staff who will accompany the region's athletes to the Games, supervise and look after the interests of their athletes at the Games, and be responsible for the discipline of the region's participants at the Final Games.

5. Other Organizations

Neither the Manitoba Sports Federation nor the Manitoba Department of Culture, Heritage and Recreation have any direct responsibilities for the Manitoba Games.

6. Limitations on Support

(a) While the local regional Sports Development Association may have encouraged the community(s) to submit a bid to host the Final Games, this Association should not be expected to participate in the planning, preparation and conduct of the Final Games. The regional Sports Development Association's staff will be fully occupied in organizing their own regional Games.

(b) Similarly, a host community should not be expected to host one of the Regional Games sports events. The persons in the Final Games Host Community, who could organize and conduct a regional sports competition, will be fully occupied in the organization and preparation for their Final Games sports event and should not be expected to undertake other tasks.

II ROLE AND ORGANIZATION OF FINAL HOST COMMUNITIES

A Host Committee Responsibilities

Towns or cities selected to serve as hosts for finals of Manitoba Games will have a Host Committee to plan, organize and conduct the Games. This Host Committee will be made up of a group of motivated citizens who, with the approval of their municipal government(s), have submitted a bid and have been granted the right to host the Games. The Host Committee will report to their municipal government(s) and to the Sport Directorate. The principal responsibilities of the Host Committees are listed below:

1. to provide suitable athletic facilities (sports venues) for the sports events that are held at these Games.
2. to provide the following administrative services required for the sports events and for the Games:
   (a) registration and accreditation of athletes,
   (b) modification and improvement of sports facilities to the level required by the Sport Directorate and Manitoba sports associations,
   (c) computerized recording and calculating equipment and staff to assemble data on participants, the results of the Games sports events, and to determine which region will be the winner of each of the interregional competitions at the Games,
   (d) recruitment and training, or procurement of trained personnel, required to act as officials (e.g. judges, scorers, timekeepers) for the sports events.

(e) provision of accommodation for all participants in the Games, officials not living in the Host Community, and out-of-town invited guests (e.g. V.I.P.s).

(f) catering for all persons described in (e) above.

(g) commissary (i.e. snack bars) facilities in the areas of the sports venues and at other locations as required,

(h) medical services including preventative, therapeutic and ambulatory, for all persons attending the Games,

(i) security services to control access to, and ensure proper conduct in, the Athletes Village(s), traffic control, and safe storage of participants' equipment and valuables,

(j) lounges and entertainment for Games participants when not engaged in sports events. A separate lounge is usually set up for VIP's, Manitoba Games Council, and other senior persons,

(k) recruitment and training of volunteers needed for all phases of the Games work,

(l) transportation for VIP's, senior staff and athletes who must travel a significant distance during the Games to participate in sports events,

(m) TV, radio and press coverage prior to and during the Games. Some of this media communication will be done in close liaison with the Sport Directorate and regional media relations officers,

(n) communications by telephone and radio between all major Games areas during the Games,

(o) fund raising,

(p) financial accounting system and budgetary controls,

(q) opening and closing ceremonies,

(r) awards presentations.

B Organizational Charts

There are many organization structures that could be used for the delegation of responsibility to committees and sub-committees. The organization structure of the committees should take into account the qualifications and personalities of senior volunteer staff, the tasks, and the number of communities where the Games are to be conducted.

1. An organization structure as shown in Chart A is suggested when all sports events are held in one community.
2. An organization structure as shown in Chart B, is suggested when the Games, are held jointly in two communities; a similar structure, but with more local O/S committees, would apply if there were three or more communities.

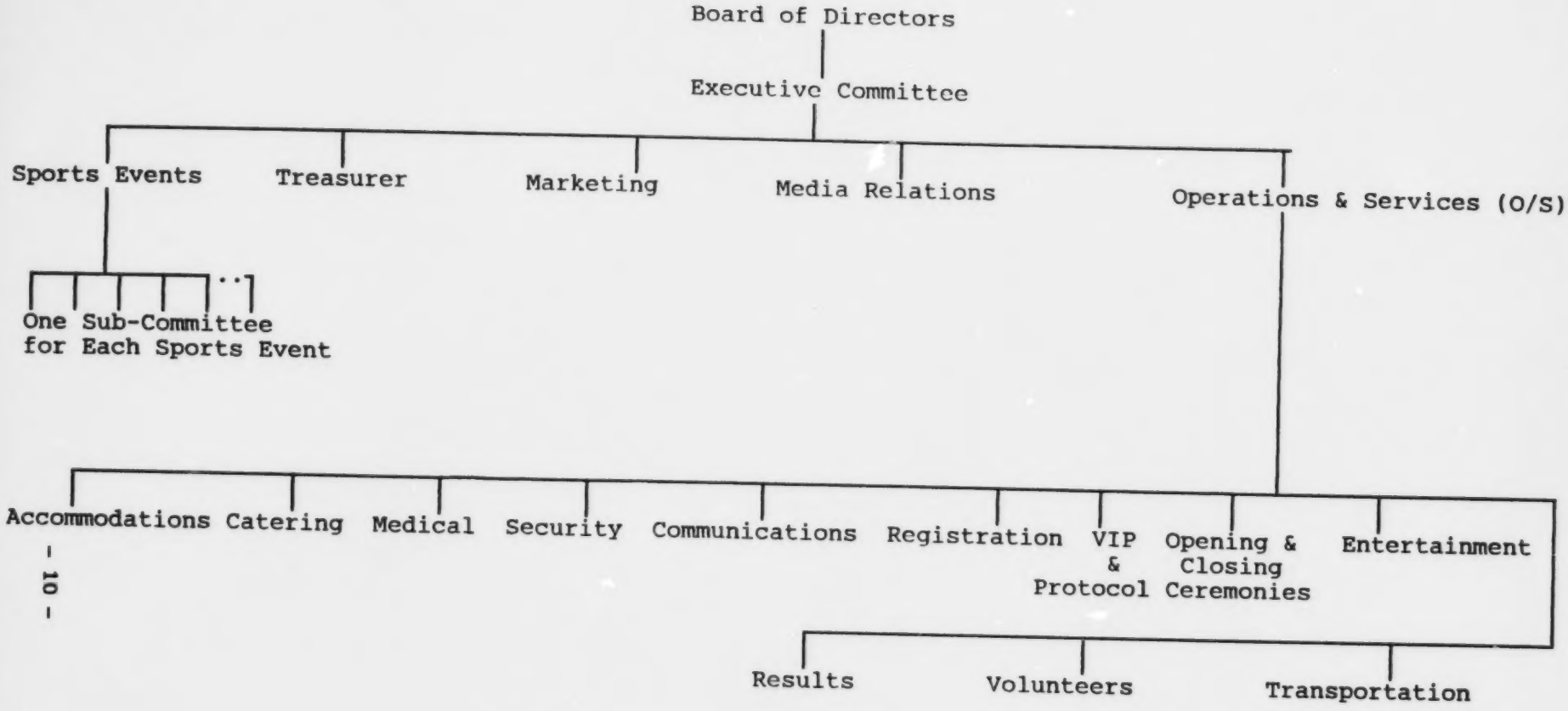

CHART A
SUGGESTED ORGANIZATION STRUCTURE OF HOST COMMITTEES
WHEN ALL EVENTS ARE IN ONE COMMUNITY

*This is a very large committee and entails a great deal of work by the Chairperson; if this is too much work for one Chairperson, the Executive Committee may decide to divide these responsibilities to a Services Committee comprising of Accommodation, Catering, Medical, Security, Communications and Transportation, and an Operations Committee comprising VIP & Protocol, Registration, Entertainment, Records, Volunteers and Opening and Closing Ceremonies.

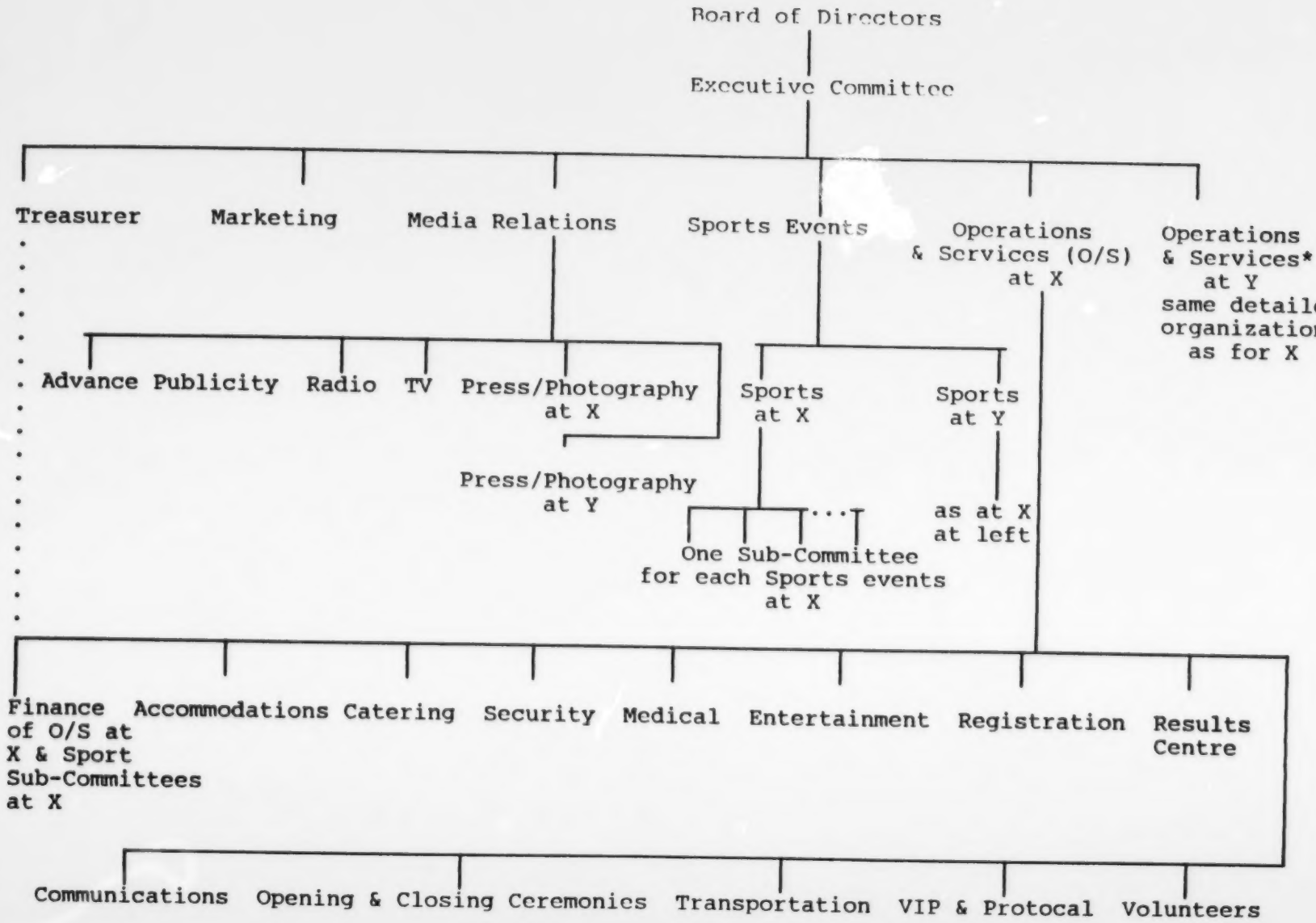

CHART B
SUGGESTED ORGANIZATION STRUCTURE OF HOST COMMITTEE WHEN GAMES ARE IN TWO COMMUNITIES
(referred to as X and Y)

C Board of Directors

The duties of the Board of Directors are primarily nominal as most work is performed by the Executive Committee and its Committees. The Board can comprise local dignitaries, (e.g. Mayor(s), Chairperson(s) of School Board(s), local MLA, local MP, Chairperson of local sports development association). The Board members can assist by providing liaison with senior government officials with obtaining grants, etc.

D Recruitment of Senior and Office Staff

1. The work of the Chairperson and Vice-Chairperson of the Executive Committee, the Chairperson of Marketing, Chairperson of Finance or Treasurer, and Chairpersons of the O/S Committees can take a considerable amount of time and require quite a bit of travelling. If these positions are to be performed without of overworking the incumbent, it is recommended that many (but not necessarily all) of these positions be held by experienced, retired or semi-retired persons, or personnel whose work allows them a considerable flexibility in their time, and who can therefore devote the required time to these Games duties.
2. Each of the Chairpersons or Vice-Chairpersons who are responsible for the duties shown on the attached A chart should appoint a Deputy Chairperson who can assist this Chairperson, take over the duties during absence of this Chairperson and succeed this Chairperson if he/she is obliged to resign.
3. Most Chairpersons or Vice-Chairpersons should have technical and/or administrative experience in the field that they are to supervise. It is not sufficient for these Chairpersons to be pleasant, willing workers. There is no substitute for experience and the Games cannot risk a major error. The Vice-Chairperson of a sports event should also have experience and training in that sport.
4. Those selecting Chairpersons and Vice-Chairpersons should

look for knowledgeable persons, with supervisory experience, and with sufficient time to undertake the work. Some suggestions for possible candidates are listed below:

Position	Present or Past Position
Treasurer]	- Accountants
Community Finance Chairperson]	
Sports Events Chairperson]	- Recreation Director or Phys. Ed. Supervisor
Sports Events Vice-Chairperson	- Ex-Chairperson of a club for the sport that is to be supervised at the Games
Media Relations	- Newspaper editor
Medical	- Supervisor of local ambulance staff
	- Doctor or nurse
	- St. John Ambulance instructor
Marketing	- Past Chairperson of fund raising committee for a charitable organization, e.g. Red Cross
	- Past President of local service club, e.g. Rotary
Catering	- Catering supervisor
	- Large restaurant operator
Security	- Police supervisor, retired RCMP
Records	- Computer Supervisor
Opening & Closing Ceremonies	- Leader of Amateur Theater Group
Accommodations	- Hotel Manager

5. After the Chairpersons and Vice-Chairpersons have been selected, they should be allowed to choose their own Deputy, and committee members. A deadline should be specified for the selection of these committee members so as to discourage procrastination and permit the committee selection to be publicized.

6. A job description should be prepared for each Chairperson and Vice-Chairperson. This enables each committee to know their detailed responsibilities and helps prevent duplication and omission of work.

7. In some other provinces, it has been the practice to have a Games manager who supervises much of the administrative work of the Games. He/she might be employed part-time in the initial months of organizing the Games, and be employed full time for the six months prior to the Games.
   A person who performs these duties could be valuable in performing many of the executive duties, but the costs of hiring a competent person could be beyond the financial capacity of the Host Committee. At the Pinawa/ Beausejour Games, many of the jobs that would be assigned to a manager were performed by the Vice President (Administration) who was a volunteer.
   The municipal council could significantly assist the Host Committee by seconding the municipal recreation director to be the Games Manager. This secondment might be on a part time basis until six months before the Games and then be full time. If this was done, much of the stenographic, telephone-

answering and filing duties could be done by the recreation department until the Games Manager considered that a separate Games office was necessary. If the municipal recreation director was seconded, as suggested above, an acting director should be appointed by the municipal council.

8. There will be an increasing amount of records keeping, correspondence, telephone answering, etc. as the program of organizing the Games proceeds. It is suggested that a Games office be set up in the Municipal building, or the Municipal Recreation Department. A junior secretary should be employed at this office for the six months period before the Games. The salary for this secretary may be paid from a provincial or federal grant.

E Host Teams

1. The Host Community(s) has the right to include a team from their local area which would participate on the same basis as a team from one of the regional sport associations. While the Host community should be interested in the selection and support of this Host teams, we recommend that this team should not be the responsibility of the Host Committee as there may be a conflict of interest.
2. We suggest that a separate committee be set up by the community(s) recreation department(s), who will select, organize, manage and finance the Host teams. This committee may be able to obtain support from the Sport Directorate on the same basis that it supports teams from the regions. This committee and the Host teams should also be able to obtain technical direction and technical support from the local regional sports development association.
3. The Host Committee should treat the Host athletes teams on the same basis as teams from the regions except that the Host teams would not be eligible to receive any inter-regional awards.

F Municipal Responsibility

1. The municipal government(s) of the host community(s) is financially liable for any deficit that may arise in the overall operation of the Final Games.

2. If the Host Committee ends its Games with a surplus, it is recommended that the Host Committee resolve, at an early date, respecting the disposal of surplus funds so as to avoid any future misunderstandings or disagreements.

   The 1988 Games Host Committee will transfer surplus funds to the Pinawa and Beausejour municipal governments with a recommendation that these funds be used on recreation activities that will directly benefit the local organizations whose facilities were used for the 1988 Games sports events.

3. It is desirable to have one member, of the municipal council concerned, on the Host Committee. If this is not practical, a member(s) of the council should attend meetings of the Host Executive Committee and the local Operating and Services Committee.

III MAJOR OPERATIONS AND SERVICES

A Sport Events

1. The basic purpose of the Games is to enable the participants to compete in chosen sports events. The sports events should be given priority in the allotment of funds over other services that are not essential.
2. Requests for Games capital funds from local sports clubs, etc. will often exceed the amount assigned by the Sport Directorate. The capital funds supplied by the Sport Directorate for any facility must be matched by equal funding for that facility from the Host Community government or some organization within that community. As the requirements for funds vary significantly with the sport, the capital funding cannot be divided on an equal fraction for each sport. At Beausejour/Pinawa, each of the sports events Vice-Chairpersons were requested to discuss their requirements with the local association for that sport. Each Vice-Chairperson then requested funds for capital construction or modifications, of facilities to be used at their sport venues. Each one justified his/her request to the Executive Committee who then made the allotment of these funds. If possible, the bid to host the Games should describe the facility construction and modifications that will be done if capital funds are granted.
3. In many cases, the local sports associations provided manpower, (i.e. tradesmen, laborers) to work on their capital projects. These clubs were permitted to assess the value of this work at local rates; this amount then comprised all or part

of the 50% matching contribution that the community was required to make on capital projects. The construction became a club activity and made the members feel that they were already part of the Games and helped ensure their continuing support.

4. The capital construction will remain for many years after the community hosts the Games, and serves as a pleasant, useful legacy of these events.

5. The Chairperson for Sports Events and the Vice-Chairperson for each sport should meet with the provincial sports association concerned, and with the Sport Directorate, to discuss the organization, the sports technical standards, and the conduct of the Games events. Through this liaison, it will be resolved how their facilities need to be extended or modified to meet the Games requirements. They will also determine the number of officials (e.g. judges, timekeepers) that will be required and can seek assistance from the provincial associations to obtain these officials from other communities. The associations will provide training to local persons so they can serve as major or minor officials at the Games. The Vice-Chairperson will also arrange with these associations and the Sport Directorate, before and, if necessary, during the sports events to resolve schedules of events, to consider modification or interpretation of Games' rules, and to resolve administrative difficulties.

6. The Chairpersons of the sports events at each community should maintain close liaison with recreation director(s) of the host community(s) where the Final Games are conducted.

This will enable him/her to ensure that the community officials, sports facilities, and equipment are available for the Games, and are modified, as necessary, to meet requirements of the Games events. The community may need to increase the recreational staff for the year prior to the Games.

7. The grounds, where the Final Games sports events are to be held, may need improvement, (e.g. levelling, reseeding, etc.). These grounds improvements take time and cannot usually be done during the year when the Games are held. This work should be performed one year, and preferably two, prior to the Final Games.

8. The summer students who may be employed in construction and maintenance duties can be very useful for performance of routine work prior to the Games. However, their work should be planned and supervised. As members of the Games Committee are not always available, their work might be directed by the local recreation director.

9. The Games sports events Vice-Chairpersons will recruit and, as necessary, arrange for the training of all of the minor Games officials, (e.g. timekeepers). Most of these officials will come from the local community(s). A reasonable number, (e.g. 25%) of the judges and senior officials should come from other communities; this will avoid any criticism of local favoritism. The training and experience of these officials will enhance the development of sports officiating throughout the province.

10. A great deal of sports equipment is required by the Host

committee for the conduct of sports events. It is not practical, in many cases, to buy this equipment, (e.g. walky-talky radios, stop watches), for the short period required. Fortunately for the 1988 Games, we were able to borrow much of the required equipment from municipal recreation departments, regional sports development associations, the provincial sports associations and private firms. Arranging these loans required some effort, but saved operations funds that could then be used for other purposes.

11. A great deal of expendable sports equipment (e.g. balls) was required for the Final Games. This equipment cost about $4,000.00. Fortunately, Macleod's Hardware, as a patron, made large donations of sports equipment and met most of these requirements.

    The Games Technical Package specifies the sports equipment that must be used at the Games. We found that some of the specified equipment was not available from Macleod's, but without difficulty, we were able to obtain approval to substitute other equipment that was available.

12. The time required to conduct some sporting events (e.g. baseball games), cannot be accurately predicted. Allowance should be made for such delays by, either assigning sufficient time for each event to allow for long games, or by accepting that some events must be delayed until others are completed.

13. During the sports events, there is a continual demand for transport to bring water, box lunches, equipment to the sports venues. The Chairperson of the Sports Events Committee and his

Vice-Chairpersons should arrange with the Transportation Vice-Chairperson for trucks to be available for these requirements.

14. The sports facilities will require continuing maintenance during the Games. Frequent garbage pick up around the grounds is required, and plumber and/or electricians may be needed. The Chairperson of Sports Events or his Vice-Chairpersons should arrange with the Operating and Services Chairperson for maintenance persons to be available or on call.

15. Some sports events take place at more than one location, and often the athletes, coaches, etc. must move between these locations (e.g. at the 1988 Summer Games, some swimming events took place in the river, and some at the swimming pool). The movement of these persons takes a significant amount of time and delays the competitions. The events schedule should be organized to keep the number of such moves to a minimum.

16. During the 1988 Games events, many coaches asked for details on their athlete's standings, points, etc. That was not in the reports prepared at the sports revues for the Results Centre It is suggested that all of the data on each event be recorded on a form prepared for this purpose. A copy of this should be posted on a noticeboard at the sport venue, so that this information is available to all persons interested; a copy should also be sent to the media room.

17. At the 1988 Games, several of the athletes were not acquainted with the rules and regulations governing competitions in their sport. It would be helpful, and simplify the conduct

of the Games, if, those conducting each sports event held a pre-competition meeting with the coaches and officials, regarding the sport competition rules and how they would be applied at the Games. As some athletes may also not be familiar with these rules, and some do not have coaches, a similar meeting should be held, if necessary, with athletes.

18. Some of the 1988 Games sports events did not have sufficient judges and some judges and officials were not sufficiently qualified. While the Host Committee has the basic responsibility to recruit the required judges and officials, the provincial sport associations must accept some responsibility for ensuring that enough qualified persons are available for the Games. The procurement and training of these judges and officials should be discussed and planned at least six months prior to the Games.

19. The golf events at the 1988 Game attracted a large number of contestants. Due to age and physical condition, some of these contestants were entitled to use a motorized golf cart. As sufficient carts are not available at Pinawa, some had to be rented from Winnipeg; the costs of these carts and their transportation high. It is recommended that golfers requiring carts bring them, or make their own arrangements to borrow or rent carts. The Vice-Chairperson of that event will assist these golfers in procuring carts. While many local cart owners may be unwilling to loan their carts to contestants, some may offer their carts on the condition that they drive the vehicles and chauffeur the golfers requiring this assistance.

20. At the 1988 Summer Games, the canoeing events were replaced by swimming. This change occurred about nine months prior to the Games. While this change was be justified because of the lack of interest in canoeing, it did not give the Host Committee sufficient time to properly upgrade the swimming pool or to organize the swimming events. We recommend that great care be taken in selecting the Games sports events and, once chosen, a sport should not be replaced.

21. The medal presentation is an important occasion for the winners and should not be done in a casual manner. We suggest that the Chairperson of Sport Events, in cooperation with the Chairperson VIP's/Protocol establish a medals presentation procedure and that this procedure be followed at all sports venues.

22. At each sports venue, when team games are being held, there should be a sign advising spectators of the teams competing at that time.

23. At the conclusion of the 1988 Games, there was a significant amount of operating supplies that had been procured for the sports events, and which was still useable. Items that had been procured for a specific sports venue, were turned over to the club that owned this facility and which had helped in the conduct of the Games. Where the facilities were owned by the municipality or a school, they were given to the organization concerned. When the equipment could be used for several sports (e.g. water jugs), it was either sold or given to the local recreation department.

B Finance and Insurance

1. The management of the Final Games by the Host Committee involves expenditures in excess of $250,000. It is essential that adequate financial records be set up and maintained.
2. As a protection to the Board of Directors, Committee Chairpersons, etc., it is recommended that the Games Host Committee become an incorporated body and thus limit the liability of these individuals.
3. The funds provided by the Sports Directorate and those raised by donations, are sufficient to adequately finance the Games if sensibly spent. A budget should be set up for each committee and sub-committee and approved by the Executive Committee; the sum of all budgeted expenditures should be within total available funds. Records of expenditures, commitments and anticipated future expenditures for each committee and sub-committee should be maintained. The Executive Committee and all Chairpersons should be kept currently aware of the financial status of each committee and compared with their approved budgets. This financial control should ensure that the Host Committee do not end with a deficit or a surplus of funds.
4. Funds will often be provided to the Host Committee several months in advance of the time that they are required for the Games. These funds should be invested in government-protected investment certificates, Treasury bills, etc. The revenue that can be obtained from such investment can contribute many thousands of dollars to the Host Committees available funding.

5. If only one community is hosting the Games, the Treasurer should develop financial procedures covering:
   (a) purchase orders
   (b) payment of invoices
   (c) petty cash purchases
   (d) preparation of budgets and an accounting system which will show each month, the expenditures, commitments, and available funds in the section of the budget covering each committee and sub-committee.
6. The objective of these financial procedures is to provide:
   (a) readily available funds for approved purchases
   (b) prompt payment of acceptable invoices
   (c) available cash for small purchases
   (d) current reports on expenditures in each section of the budget.
7. If there is more than one host community, it is recommended that financial procedures be prepared and cover:
   (a) designation of Finance Vice Chairperson at each site reporting jointly to the Treasurer, the Chairperson of the local O/S Committee, and the Chairperson of sports events in his community.
   (b) issuance of purchase orders by each Finance Vice-Chairperson for purchases requested by Chairpersons and Vice-Chairpersons in that community.
   (c) payment of invoices by each Finance Vice-Chairperson
   (d) receipt of revenue and maintenance of accounts

receivable for all committees and sub-committees; the receipt and banking of this revenue and the revenue records would be the responsibility of the Treasurer.

(e) budget preparation and maintenance of budget status reports.

8. In setting up financial accounts, the Treasurer should determine the format that is required by the provincial government for accounts that must be sent for audit.

9. There will be a continuing requirement for small expenditures by all committees. Purchase orders should not be required for amounts less than $50.00, but should be paid from petty cash funds.

10. At Beausejour/Pinawa, we required that tenders be obtained for all expenditures more than $100.00 and that all expenditures in excess of $1,000.00 needed the approval of the Executive Committee.

11. An invoice ledger should be kept to maintain a summary record of accounts payable, invoices received and payments made. This would be done by the Treasurer if there is only one Host Community and by the Vice-Chairpersons Finance, if there is more than one Host Community.

12. The conduct of the Games requires the Host Committee to make use of several facilities for dining and accommodations of participants. The Games also used privately owned facilities (e.g. golf course) and municipal or school facilities (e.g. swimming pools) for the sports events. It is strongly recommended that, whenever facilities, owned by others, are

used, there should be a written agreement covering all conditions of the loan including charges, if applicable, for:

- rental
- damage
- insurance
- janitorial services
- heat
- electric power
- telephone
- special preparations required, e.g. grass cutting
- equipment to be donated by Games to facility owners.

13. In the past, both the provincial and federal government have paid the costs of some summer students from the local area, who can work on activities useful for the host communities. Beausejour/Pinawa Host Committee obtained several of these students who performed a great deal of useful work for the Games by building and modifying Games facilities and performing clerical tasks. We recommend that the Games Host Committee apply for funding for such students for their Games.

14. As many of the Games staff had custody of large amounts of funds belonging to that Committee, all staff were bonded to provide protection in the event of loss or theft. This policy cost $300.00 and was considered necessary protection for the Host Committee. Similar bonding action is recommended to future Host Committees.

15. The existing Manitoba government insurance policy, which protects its employees from lawsuits arising from injuries

attributed to these employees in the course of their duties, was broadened to protect the Host Committee and all Games volunteers from third party claim arising from bodily injury or property damage due to accident. The Sport Directorate, agreed to pay, if required, the deductible amount of $25,000 per occasion which is excluded by the policy. This insurance protection is very necessary as, if a contestant or spectator is seriously injured as a result of the conduct of the Games, he/she might sue the Host Committee and/or its Chairpersons and endeavor to prove that these persons were liable for costs of this injury because of their gross negligence. We recommend that future Host Committees, obtain similar insurance coverage under the Manitoba government policy.

16. While the above Manitoba government employees' liability insurance covers injury to individuals it does not cover damage or loss of equipment, owned by others and used by the Games. The costs to the Host Committee for insurance for this damage or loss is high. While most buildings, e.g. schools used by the Host Committee are covered by the owners for damage by any cause (i.e. including the Games); the insurance company, that must compensate the owner, may endeavor to recover these costs from the Host Committee if they can show gross negligence. However, we found that the existing policy for the schools, used for the Games, could be extended, at no cost to the Host Committees, to cover liability for damage to the schools, and to compensate the Host Committee for loss or theft of equipment that had been loaned to the Games and which

was used or stored in the schools. We recommend that Host Committees take similar action to ensure that they have adequate insurance coverage.

17. There is now no mechanism whereby the Host Committee can obtain compensation for damage done by a Games participants. It is suggested that each region and each Winnipeg group post a bond of $250.00 with the Manitoba Games Council. If there is damage, for which the Host Committee must pay, which has been done by a registered participant from a region, the Host Committee can apply to the Manitoba Games Council for payment from that region's bond. This bond can also be used to penalize a region for late submission of registration forms (see Section V, A-4).

C Marketing

1. The major marketing aspects of the 1990 Regional and Final Games, and future Games may be taken over by the Manitoba Games Council. The suggestions in this section are included to assist Host Committees if they retain this responsibility.
2. In order to improve liaison between the Games and the sponsors, agreements should be reached at an early stage on the level of participation and contribution of the sponsors, and the acceptability criteria for their advertising.
3. Some Manitoba and Canada-wide firms are willing to assist the Games by contributions of cash, goods or services. In addition to the publicity that they receive by participating in the Games, these firms consider that they have a responsibility, as good corporate citizens, to support a healthy life style and to assist worthy activities, particularly those involving youth. Other firms have little interest in participating in the Games or have a policy against such assistance. However, many firms who are willing to help, budget for their advertising and donations, many months or years in advance. The Marketing Committee should therefore request an opportunity to meet with each potential donor firm at the earliest practical time. If any member of the Host Committees, know personally, or can obtain introductions to senior staff in potential donor firms, it is much better to use these contacts than to proceed through formal channels.

4. While some firms have difficulty in making cash donations, they are able to contribute goods or services required by the Host Committee. The 1988 Games received significant materials assistance from many firms. The following organizations made major contributions:

   - Canada Packers for meat, poultry and their products,
   - Manco Dairies for dairy products,
   - Vegetable Marketing Board for vegetables,
   - Macleods for sports equipment and hardware,

   However, some firms offer to supply souvenirs, goods and services which have little value to the Games for meeting the essential operational costs. Such contributions should not be considered as equivalent to essential commodities, such as described above, when determining the publicity provided by the Games to donors.

   The Marketing Committee should obtain lists of the materials, food stuffs and services requirements from all of the Games committees and sub-committees. The marketing staff can then approach potential donor for contribution of these items.

5. Most firms making significant contributions to the Games expect that, in return, they will receive valuable advertising and publicity. Games Marketing Committees might offer to large donors the following public relations benefits:

   a) direct exclusive participation, in one or more of the Games sports events. These firms might be classed as patrons, and have some exclusive advertising rights, their staff and signs would be photographed with the

athletes, the firms officials would award some of the medals,

b) free advertising space in Games brochure, programs, place mats, etc.,

c) inclusion of their logo on Games signs, notepaper, etc.,

d) right to display advertising signs, etc. at general Games events,

e) right to use Games logo in their advertising, signs, etc.,

f) mention of their company and products in articles, radio and TV releases distributed for publication by the Games media staff.

However, some restraint should be used in providing benefits to donors. Most companies do not expect, or want, special privileges or gifts for their employees. Some firms must be discouraged from using unpleasant and overpowering advertising or from making unreasonable demands for publicity. The net value of the donor's donation must be considered as the costs of obtaining donations, and providing advertising for the donor, can be large. It should not be forgotten that the major costs of the Games are paid by funds provided by the province.

6. Care should be taken in selecting the companies asked to contribute to the Games. Donations were not obtained from tobacco firms for the 1988 Summer Games and there was some complaints because we accepted advertising, from beer and liquor firms. We recommend that advertising of the products of none of these firms be permitted in Games brochures, etc.

and none of their signs be permitted in the Games areas. Donations of beer and liquor might be accepted for adult Games' social occasion, but without publicity other than the donor's signs in the hall where the event is held.

7. The sale of raffle tickets was considered by the 1988 Games Host Committee, but it was decided not to conduct this fund-raising activity. The Committee considered that, in view of the antipathy to selling lottery tickets, the effort involved, and the legal restrictions, the amount of funds that could be raised did not justify the conduct of a Games lottery.

8. Supporter buttons were prepared and sold prior to and during the 1988 Games. However, because of the layout of the sports facilities at Beausejour and Pinawa, it was not practical to restrict spectators to those with these buttons. The revenue from the sale of these buttons was small and they were fairly costly to purchase. We recommend that the Host Committee do not use this type of fund raising unless these buttons can be used, as an admission ticket to a sports event (e.g. this might be practical if a sports event is in an enclosed area).

9. If there is a major organization in the Host community, this firm can probably be persuaded to be a patron. This firm may be able to provide accommodation, computers, transportation, personnel or workshop services. This assistance can be invaluable to the Host Committees prior to, and during the Games as the firm can provide this assistance at short notice; this help is often needed to meet requirements that had been foreseen.

10. The Marketing Committee should produce some booklets, programs, etc. that provide information on the Games to the public and athletes, e.g. games schedules, and provide advance publicity for the Games. Advertisement can be sold in these publications and provide a significant amount of revenue. Some of these publications would be produced in collaboration with the Sports Directorate.

11. The 1988 Games Marketing Committee also produced Games pins that were sold and given to athletes and volunteers as souvenirs. The cost of procuring these pins is $.50 to $1.00 each. As the Sports Directorate will also provide souvenir pins, Host Committees may dispense with their pins if available funds are required for better purposes.

12. There is a demand at Games for souvenir hats, T-shirts, etc. and a significant amount of money can be made in selling such items before and during the Games. The 1988 Games Marketing Committee did not want to become involved in the mechanics of the production and sale of such items, but needed the potential revenue from this source. A Winnipeg firm was given the exclusive franchise to produce and sell these souvenirs in stores and at the 1988 Games. However, the Marketing Committee should ensure that the quality of the products supplied does not discredit the Games. In return, this firm paid the 1988 Games a fixed sum plus a percentage of gross sales. We suggest that future Host Committees consider following a similar procedure.

13. Some patrons were not satisfied with the amount of publicity they received as a result of the 1988 Games. While they had adequate advertising of their name, logo and products at the Games, they were disappointed by the number of persons who attended and saw this advertising. They recommended more publicity of the Games, particularly in the Winnipeg area. They also suggested that patrons be brought together at least six months prior to the Games, so that they could be fully acquainted with the Games program and administrative arrangements for patrons. If allowed more time, they might select a better logo to be used on the Games' advertising and notepaper, and might incorporate data concerning the Games, and their participation, in their own advertising program. They might also be able to collaborate with other sponsors in advertising the Games.

14. The municipal government, school boards, community organizations, and businesses in the community may make donations of equipment, facilities, transport, supplies, personnel, etc. These donors should be properly thanked for their help as well as the out-of-town companies and organizations.

15. After the 1988 Games, letters and certificates of appreciation were sent out to most Games donors. This effort was appreciated by these firms, and this action improves chances that they will contribute to future Games. We recommend that this practice be continued.

D Media Relations

1. A significant amount of advance publicity for the Games is required by press, radio and TV to acquaint all persons in the province of the nature and schedule of the Games, to encourage participation by athletes, and to attract spectators. The major part of this publicity will be done by the Sports Directorate, part is the responsibility of the Host Media Relations Committee, and a minor part may be done by the region media relations officers. In order to ensure that no aspect is missed, these organizations should consult and determine which jobs are to be done by each.

   A media relations officer is part of the Sport Directorate staff. The Host Committee Media Relations Chairperson should collaborate closely with this person in planning and executing the Games media relations program. This Sport Directorate official will encourage the provincial news media to publicize the Games and will assist the Host Media Relations Committee in their work.

2. The Sports Directorate will arrange media conferences with the news media in Winnipeg and throughout the province. Representatives of the Host Committee will be invited to participate in these meetings and will be asked to describe plans and preparations by the Host Community for the Final Games. These conferences will also be attended by many of the staff of the local regional sports associations, recreation directors and representatives of the committees organizing the Regional Games. Host Committee representatives should attend

these meetings both as speakers and to become acquainted with these persons with whom they will have many dealings in the organization and conduct of the Games.

3. At the 1988 Games, we found that TV and radio stations were more receptive to information on the Games from members of the Host Media Relations Committee than from Winnipeg organizations. This Committee should communicate directly with the radio and TV so as to further develop this preference and to obtain interviews that will be heard and seen in all Manitoba.

4. The Manitoba Community Newspaper Association meets semi-annually. Members of the Host Media Committee, the Sport Directorate and the Manitoba Games Council should attend these meetings and advise the Association of the plans and progress of the Games, and facilities that will be available at the Games for the media.

5. If all of the Final Games are held in one community, the media relations works can be directed by a committee of individuals from that community; the chairperson will be a member of the Host Executive Committee. This Chairperson will probably appoint Vice-Chairpersons to cover radio, TV, photography and press. However, if the Final Games are held in more than one community, it is recommended that, while the work of radio and TV coverage may be centralized, the Chairperson appoint Vice-Chairpersons to provide press and photographic coverage in each community. These persons can deal directly with the press in each community and organize the work of the

photographers and reporters covering the sports events in that area.

6. Community newspapers want news releases, with photographs showing participation, and particularly the successes, of their local athletes. Photographic coverage of all events is an important aspect of the Games publicity. Fortunately, there are usually a large number of amateur photographers, and in some cases, a photographic club, in most communities. When photographers are providing coverage of any events, they should be accompanied by a reporter; this team approach ensures that the event is adequately photographed and all information, particularly the names of those shown in pictures, is obtained. This team should be equipped with a tape recorder for interviews to rapidly record information. In addition to providing the photographic coverage, the photographic staff may be able to provide rapid development and enlargement of the black and white photographs needed by the newspapers. There is not the same immediate requirement for color pictures; these can be processed by commercial firms who have large scale color printing and development facilities, and do this work at a low cost.

7. The amateur photographers and reporters that are employed will require some training to ensure that the photographs and news stories are of the type required for publication. A course should be conducted for these staff so that they can obtain the necessary training in press requirements. The editor of a

local newspaper will usually be willing to conduct or assist in this type of training.

8. A video tape record of the Games is desirable. The Sports Directorate may contract with some commercial organization to prepare edited, titled tapes of the Games. If this occurs, the Games photographic staff can assist this firm by taking video photographs; this reduces the costs of the work and ensures that pictures are taken of all Games activities.

9. During the conduct of the Games, newspapers throughout the province will want a large amount of news material and photographs. The Media Relations Chairperson should arrange for the preparation of this material and for its rapid transportation to all Manitoba newspapers. During the 1988 Manitoba Summer Games, one of the Manitoba-wide courier services provided the transportation of these news packets at no cost.

10. Local newspapers are primarily interested in news stories of athletes from their local area. Press releases must therefore be written separately for each region so as to provide emphasis on the desired information.

11. While the Games will obtain good publicity from community newspapers, in advance of, and during the Games, it is much more difficult to obtain this type of coverage from the large Winnipeg newspapers, TV and radio stations. As a large part of Manitoba's population is serviced by these Winnipeg firms, special attention should be given to these media units prior, and during, the Games to ensure that the population of

Winnipeg are aware where and when the Games are to be held, and of the Games results. The preparation of human interest stories may also assist in obtaining this publicity.

12. In addition to newspaper coverage; radio and TV news releases on the Games should be prepared and distributed. These should include brief "clips" that can be used by these stations as fillers between their main programs. The preparations of these "clips" is a specialized task which should usually be done by commercial firms who have the required expertise and equipment. The preparations and distribution of these "clips" should be done in collaboration with the Sports Directorate, who may provide financing.

13. A media room should be set up at each Host Committee headquarters for the visiting news media with typewriters, telephones and FAX equipment. The work of the volunteer media staff can also be directed from this room. This room should be as close as practical to the Games sports events; if this is not practical, the supplementary use of a van or trailer would be helpful. These media facilities should be available for use during the Games sports events and until 1 1/2 hours after the conclusion of the sports events each day.

14. After the Games, some of the sports associations, regional development corporations and communities may request photographs and information on the Games for posters, advertising brochures, etc. The photographic negatives, together with explanatory data, should be retained by the Host Community or the Sport Directorate as an historic record.

IV COMMUNITY SERVICES

A Accommodations

1. Over 1,500 persons will participate in the Games and many of them will require sleeping accommodations in the Host Community(s). This accommodation is referred to as the "Athletes Village(s)".
2. Schools are usually used to provide the required accommodations, when they are empty because of school holidays. The classrooms, after the desks have been removed, can each accommodate about 15 persons comfortably (i.e. the approximate number of persons in many sport teams including coaches and managers). Other classrooms, auditoriums and offices are satisfactory for most Games offices and services.
3. The Accommodations Committee should have close liaison with the School Board, the school principal(s) and the janitorial staff respecting details of the use of the schools, access to rooms, movement of equipment and clean up after the Games. If possible, the school principal(s) concerned and the school maintenance supervisor should be members of the Accommodations Committee.
4. A floor plan should be made showing the location of all desks, equipment, etc. in each room prior to its use for the Games. Using these plans, the classroom and its equipment can be returned to its original state at the conclusion of the Games. The rooms should be thoroughly cleaned after the Games participants have left; any damage that has occurred should be noted and damaged items repaired, or replaced.

5. At Pinawa, the task of removing all furniture from the schoolrooms and returning the rooms to there original state was undertaken by the local Lions Club. The club did an excellent job and simplified the work of the Accommodations Committee.

6. Judges and officials are preferably not accommodated in the same building as the athletes and coaches. A local hotel might be used for this purpose, or a separate dormitory facility could be set up.

7. At Pinawa, all participants did not use the accommodations provided (i.e. only about 70% of participants stayed in this accommodation). Many participants commuted from their homes, stayed with friends in the area, or with their families in local resorts. The number of persons using the accommodation will depend on the season of the year and the proximity of the Host Community to the participants homes. In order to avoid the work and expense of providing more accommodations than required, we recommend that on his/her registration form, each participant indicate whether they will reside in the Athletes Village. However, they should be encouraged to stay at the Village so as to take part in all the Games activities and meet other participants.

8. Beds were not provided in the schools used for accommodations. We found that they were difficult to obtain, would take a great deal of work to set up and could damage the floor. Mattresses were used on the floor and were found to be generally satisfactory. These mattresses were borrowed from

Emergency Measures Organizations, forest fire fighting services, municipalities and companies. Some mattresses were filled with foam or other materials and some were air mattresses which had to be blown up. The 1988 Games had difficulty in obtaining sufficient mattresses. The forest fire fighting organizations were reluctant to loan their equipment and requested that the mattresses be returned immediately if they were required for fire fighters. We recommend that the Sport Directorate obtain a large number of blow up type mattresses and supply them as required by Host communities. If accommodation is required for older participants (i.e. more than 55 years of age), a better type of bed is required. Some of the older participants could not sleep comfortably on the floor. We recommend that a few rooms with beds or camp cots be supplied at the Athlete Village or in local hotels for these persons if they request. As an alternative, these older participants might be billeted in the Host Community.

9. The Games participants require showers. While high schools usually have sufficient showers for participants accommodated in the building, elementary schools usually do not have many showers. The Accommodations Committee should take this requirement into account when selecting the buildings required for accommodation. If the number of showers in schools is insufficient, arrangements could be made to install temporary showers or the participants could be encouraged to use

available showers at the sports venues or they could be transported to locations where showers are available.

10. The accommodation facilities required approvals from local health officials. These officials should be advised of the proposed accommodations when in the planning stage. They should inspect these facilities and advise the Accommodation Committee of any changes required early enough to provide time and funds for these modifications.

B Catering

1. One of the most important services at the Games is the provision of tasty, nourishing meals for all participants. It is also the most expensive service.
2. The Catering Chairperson, and preferably some of his/her committee, should have experience in this field.
3. The Catering Committee should study all means whereby meals can be supplied to participants. If there is more than one Host Community, they should consider the advantages and disadvantages of having the catering done as two separate services and under separate contracts. The Committee should consider the facilities that might be used in their community(s) for the preparation and serving of meals including:
   (a) school cafeteria(s) that are not required by the schools for the period of the Games,
   (b) commercial cafeterias and dining rooms that are available,
   (c) auditoriums, gymnasiums, etc. that might be converted into kitchens and dining rooms for the Games, together with the costs of this conversion.

   The Committee should also consider whether the catering should be done by a catering firm or whether the catering services should be supervised and performed by the Catering Committee and volunteers. The Committee should show caution in adopting the latter procedure unless they have very experienced catering supervisors, and the

volunteers are members of established organizations (e.g. churches, service clubs) which have proven organizational and catering experience.

4. Catering firms or organizations interested in providing the required catering services should be asked to submit proposals for the Game catering. Their proposals should state how the meals would be supplied, the menus, the requirements for volunteers, and the cost of food, labor, equipment, services and rentals. These proposals should be evaluated by the Catering Sub-Committee, the O/S Committee and the Executive Committee. A contract should then be placed with the firm(s) or organization(s) chosen to supply this service.

5. The contract placed with the chosen caterer(s) should include clauses covering:

   (a) the number of meals to be served at each meal period, and on each day,

   (b) the procedure whereby the number of meals to be served and to be paid for, may be adjusted by the Catering Committee (i.e. how and when the estimates given under (a) above may be adjusted),

   (c) cost of providing the meals forecast in (a) and how these costs would be revised as provided in (b),

   (d) minimum guaranteed payment to the caterer,

   (e) menus for all meals and box lunches,

   (f) equipment to be supplied by caterer and by Catering Committee,

(g) use of disposable plates and cutlery,

(h) meal times,

(i) number of volunteers to be supplied by Catering Committee and work that they should perform,

(j) reduction in payment to the caterer for food donated by Games sponsors,

(k) provision of box lunches and special diets

(l) credit to Catering Committee for surplus food supplies,

(m) financial guarantee by the Host Committee for payment, and financial guarantee by caterer to provide service, as agreed in the contract. This guarantee might be provided by performance bonds by both parties,

(n) insurance coverage by caterer for damage to persons or property.

6. At the 1988 Games, a contract was placed with a catering firm then operating in Pinawa. This firm provided meals for the athletes, etc. using the facilities under their direction at Pinawa. At Beausejour, this firm installed additional equipment at the local recreation complex and prepared and served meals from that facility. The cost of meals supplied at Pinawa were considered reasonable, but the meals at Beausejour were double the Pinawa cost because of equipment rental charges. We recommend that the Host Committee(s) endeavor to have meals prepared and served from some existing fully-equipped facility(s).

7. At the 1988 Games, the caterer provided the supervision, food (except that donated by sponsors), and some of the food preparation staff. All of the remaining work was done by a large number of volunteers whose work was very satisfactory.

8. The caterer for the 1988 Games had offered to provide special meals required for dietary or religious requirements. There were almost no requests for these special meals.

9. Some of the sports events of the 1988 Games extended over all of some meal periods and it was not practical to transport athletes from distant sports venues to the dining room. Box lunches were supplied to athletes who did not take meals at the dining room. These box lunches were satisfactory for an occasional meal, but were unpopular if a person was required to eat several of these meals. The Catering Committee should consider how meal periods might be extended to permit the athletes to come to the dining rooms. Those organizing the sports program should try to allow sufficient time in their schedule to permit participants to obtain meals at the dining room. As an alternative, the Committee should consider serving, or paying for the provision of hot dogs, hamburgers, etc. near the sports venues; this food is more acceptable to young athletes than sandwiches.

10. Each coach at the 1988 Games was entitled to obtain box or canned drinks for his/her athletes at the sports

events. These drinks were very popular, but all athletes did not receive them, due to the absence of coaches, etc. We recommend that the caterer provide these drinks for the participants at the sport venues, but this be organized so that they are received by all athletes.

11. The number of meals prepared for the 1988 Games was greater than requirements and there was considerable wastage, particularly milk. Only about 75 percent of those entitled to obtain meals came to the dining room or received box lunches. This was largely because many participants did not stay at the Athletes Village, but had some meals at homes in the Host Communities, in neighboring communities or in Winnipeg. The Catering Committee, in ordering meals from the caterer can presume that all persons registered for the Games will not require meals. The percentage of meals required will vary with the location of the Games and the season (i.e. icy roads that might be encountered at times of Winter Games would discourage commuting). We suggest that the Catering Committee initially order meals for 80 percent of the participants and adjust this order after the first day when better estimates can be made. Most caterers prepare meals for 10 percent greater numbers than that ordered; this should provide the required meals if estimates are low.

12. At the 1988 Games, disposable plates and cutlery were used to reduce dish washing requirements. As many

persons prefer meals on regular crockery and to use normal cutlery, the Catering Committee should consider whether they should use disposal plates, cutlery, etc. They should take into account the availability of dish washing equipment, availability of crockery and cutlery, volunteers for cleaning, costs of disposable dishes and cutlery, and cost of removing the large amount of garbage resulting from the use of these disposables.

13. At the 1988 Games, insufficient box lunches were ordered on some occasion, some lunches were not picked up or delivered, and some ordered were not required. It is recommended that the ordering and distribution of box lunches be well organized and carried out by persons not fully occupied with the preparation and distribution of regular meals.

14. The method of storage, preparation, and serving of food, and sanitary conditions at the dining rooms must be approved by the local health inspectors. When planning the Games' kitchens and dining rooms, the Catering Committee should contact these inspectors and ensure that the proposed facilities and procedures will meet government regulations. A further health inspection of the facilities will probably be required immediately prior to their use.

C Medical Services

1. The Games requires a large medical team at each host community to provide preventative, some therapeutic medical, and ambulatory service to all participants who are injured or are ill. At the 1988 Games, there were 40 persons in the team at Pinawa and 57 at Beausejour. These persons provided immediate medical service to persons who were injured in the sports events or became ill. If necessary, after this treatment, the patients were transferred to the local hospital. Representatives of these medical teams were at all sports venues when sports events were there taking place. The number of medical staff required will vary with the number of participating athletes, the number and dispersal of the sports venues, and the type of sports (e.g. contact or non-contact sports, aerobic, or leisure sports).
2. The Games medical staff were augmented by members of the Manitoba Athletic Therapists Association who have more experience and training in dealing with injuries encountered in sports events. These therapists are experienced in the protective taping of athletes; most of the taping at the 1988 Games was done by them. We strongly recommend that Host Committee request this association to assist in their Games.
3. The medical staff was made up of supervisors, medical attendants, drivers and helpers. Most of the medical attendants were members of local First Responders Group

and were trained and had considerable training in first aid. Most attendants attended courses on treatment of sports injuries given by instructors from Manitoba Athletic Therapists Association. This training covered Level I and Level II of the subject and took 20 hours. Medical attendants who did not have CPR training were given a 8 hour course on this subject. We recommend that a similar training program be adopted by future Host Committees.

4. The Medical Committee should include in its membership, representatives of the local hospital, local ambulance service and at least one of the local doctors. This will ensure adequate liaison with these organizations and the doctors of the community, who would be involved, if there was a serious accident during the Games.

5. The 1988 Games were fortunate in that there were few accidents and the medical staff were not busy. However, it is better to have personnel, equipment and supplies available and not used, then be unprepared in the event of an emergency. However, good judgement needs to be exercised, so that the medical staff do not go to the trouble and expense of preparing for emergencies which are very unlikely to occur.

6. The cost of medical supplies that are required is surprisingly high (i.e. for the 1988 Games it was about $5,000.00). Some equipment can be borrowed (e.g. blankets). Arrangements can possibly be made to return

unopened packages of supplies to the suppliers for credit.

7. In addition to treating accidents that are reported to the medical staff, these persons should watch the athletes in the sports events to detect symptoms that require treatment. Many athletes will not recognize that they are suffering from dehydration, exhaustion or heat stroke, and must be so advised, and treated.

8. The most common occurrence requiring medical treatment at the 1988 Games was dehydration. The hot weather, and intense aerobic physical activity, affected many athletes by causing dehydration requiring treatment; surprisingly this dehydration occurred to many athletes participating in the swimming events.

9. A good communication system is required at the medical posts to obtain an ambulance and other assistance. At the 1988 Games, this was provided primarily by radio equipment supplied by the Manitoba Telephone System, and AECL.

10. A detailed report covering all phases of the medical service for the 1988 Games is being prepared by a medical student assigned to the Pinawa Hospital for the summer of 1988. When published, copies will be available from the Sport Directorate.

D Security Services

1. Security services are required at the Games primarily to control access to, and maintain orderly conduct in, the Athletes Village. As a secondary task, they will provide traffic control, and store participant's valuables and equipment.
2. This service should be performed in a friendly, diplomatic manner. The security staff should be prepared to meet all predictable problems and should know which persons to contact if they encounter difficulties.
3. At the 1988 Games, 200 volunteers were required to perform all required security duties. Many of these security personnel were women, who were very useful in dealing with problems in the women's section of the Athletes Village. There were many husband/wife teams who worked together on security at the Athletes Village.
4. A short document was prepared as a guideline, outlining the security problems that may arise, the disciplinary action that might be taken and the action that should be taken by the security personnel. The regions were given copies of this document and they were advised that rowdyism would not be tolerated and discipline should be applied fairly, promptly, and in as friendly a manner as possible.
5. The responsibility for the behavior of the Games participants primarily rests with their regional mission staff. In the event of a disciplinary problem, the

Security Chairperson should advise the head of the mission staff involved and, on some occasions the supervisor of the local police together they should resolve what disciplinary action should be taken. The security document described in section 4 above aided in providing some consistency between regions in the administration of discipline.

6. A curfew was established at the Athletics Village with different hours for youths and adults. This restriction on adults' freedom was justified on the grounds that they would not want to disturb others if they entered the dormitories at a late hour. A separate room was set aside in the Athletes Village for residents who returned very late or who might be noisy. The security guards dealt diplomatically with late arrivals and all persons were reasonably well behaved. No one was banned from the Athletics Village for late arrival or rowdyism, and the separate room for late arrivals was not used.

7. It was not possible to completely prevent unauthorized entry into the Athletics Village. Panic doors could not be closed and did not have alarms. We know that, at the 1988 Games, some persons gained entry by having friends open these panic doors for them. When practical, the security desks were set up so that the guards could also watch the panic doors.

8. Persons walking around within the Athletics Village buildings were required to wear their accreditation cards

at all times, and if the security personnel were suspicious, they were asked to explain where they were going.

9. There were no instance of serious theft, damage or rowdyism at the 1988 Games. A few of the Games banners and flags were removed and taken away, presumably as souvenirs. The best method of preventing this loss of signs, banner and flags is to place them in locations and at a height where they cannot be easily removed.

One of the young participants could not be located at curfew time and was found by a search party comprised of security and regional mission staff.

In general, we found that the athlete and their coaches were very well behaved. They wished to compete in the Games as best they could on behalf of their region, they wanted to have an enjoyable time, and wished to avoid trouble.

E Communications

1. The Games administration requires communications between the various services and the Games events. This was provided by telephones, personal pagers and messengers.
2. Telephones were available at many of the locations where sports events and Games services were located. Good telephone communication between Pinawa and Beausejour was essential, particularly for the Results Centre.
3. About 20 additional telephones had to installed. Manitoba Telephone System, at no cost to the Games, installed a trailer with pay telephones. This was popular with participants who wished to call home to report their progress and for many other reasons.
4. The Manitoba Telephone System, under it regulations, cannot provide telephone installation or service at no charge or at a reduced charge. However, MTS was most helpful in supplying, installing, and operating without charge, other telephone equipment. A MTS radio equipped car accompanied the torch runner, and they loaned us the personal paging system.
5. The results of the sports events provided to the Results Centre must be absolutely accurate. Written reports from each sports event are required. Boy Scouts from Winnipeg and the local communities served as messengers to transmit these sports results reports and other communications; they were assisted by other local youths with bicycles.

6. Communications of results between the two towns was primarily done by the use of FAX equipment loaned by Xerox.

7. Personal paging systems were set up in both towns with transmitters at both Games Headquarters. About 12 persons in each town were provided with these pagers which would operate in either town. When one of these individuals needed to be contacted, a short message could be sent to him/her by this equipment. If required, the individual could then contact Headquarters by telephone.

V COMMUNITY OPERATIONS

A Registration

1. The regional sports association, after the conclusion of the Regional Games, should forward the registration forms for their participants to the Games Committee. The registration fee for these participants should accompany these forms. The Registration sub-committee uses these registration forms to make preparations for the arrival of these Games participants; these include:
   (a) preparation of participants' accreditation cards; these are laminated and attached to a 30 inch string,
   (b) entry of each participant's personal data in the Results Centre computers memory,
   (c) determination of number of accommodation places required,
   (d) determination of number of meals required.
2. It must be anticipated that the regions will arrive at the Host Community with some persons who have not been registered and that some who have been registered will not arrive. This occurs because the regions may make substitutions for some of their representatives because of illness, etc. The Registration Committee should be prepared to receive and amend their registration records for these changes.
3. It is the responsibility of the Sport Directorate and the regional sports development association to ensure that

any persons, whom they submit for registration, are accredited to compete in the Games. The Registration Committee has no responsibility to ensure that participants, whom they register, are eligible to compete.

4. Unfortunately, in the past, the transmission of some registration forms to the Registration sub-committee was delayed and the Registration sub-committee was unable to perform some of their preparatory work. We suggest that in order to provide an incentive for timeliness, there should be a charge against the regions' bond (see section III B) for late submission of these forms (e.g. $50.00 if one week late, $100.00 for two weeks late, $150.00 for 3 weeks late).

5. At the 1988 Games in Pinawa, each incoming busload of participants was met by a representative of the Registration sub-committee. This person boarded the bus several miles before it reached the Host Community and welcomed the participants, advised them how and when the Games would be conducted, answered any questions, and directed the bus on a short tour of the town explaining where the various activities would take place. This proved popular and we recommend that, when practical, this procedure be continued.

6. Some 1988 Games participants arrived at the Registration Centre several hours in advance of their buses. As arrangements had not been made for their registration,

accommodation and meals, at this earlier time, they were greeted, given directions concerning the town facilities and were requested to return at the same time as their region's buses. We recommend that this procedure be continued as it would be difficult to set up an advance registration procedure.

7. After the tour of the town described in section 5 above, the buses came to the Registration Centre that had been set up in one of the school gymnasiums. Some box lunches were available for those that had missed a meal because of the bus travel. Free coffee, muffins, cookies and fruit juices were available and there was a snack bar in an adjacent building where they could purchase hamburgers, chocolate bars, etc. The various registration activities were set up around the walls of the gymnasium and the registration was done in an friendly, unhurried manner. After registration, each group was taken to their rooms at the Athletes Village.

8. Some drivers of incoming buses were anxious to get to their destinations as soon as possible, and did not stop their buses en route to enable their passengers to get out of the bus and to have a meal if they were travelling over meal hour. Preparations had not been made to feed these participants on arrival and, as a result, some did not have supper. We recommend that the bus driver be instructed that they must stop en route and permit their passengers to obtain a meal, if the travelling time is

longer than four hours and if the travel extends over a meal hour.

9. Most registration was done on the evening before and on the first morning of the Games. A small group of persons remained at the Registration Centre after this time to register late arrivals.

10. Accreditation cards were prepared using the same format as earlier Games; some had a small picture of the participant. The accreditation cards of those entitled to meals had numbered spaces along the side which were punched when the individual obtained a meal. We recommend that this card be redesigned as those used contained some unnecessary information, e.g. explanation of the color coding, and they were too large. At the request of the 1988 Games Security sub-committee, a picture of any person who would reside in the Athletes Village was placed on his/her badge. Some participants despite our request, did not send in their picture or bring them with them. Some persons without pictures were photographed at the Registration Centre and some accreditation cards were issued without photographs. There are advantages to having pictures on identification badges, but it is sometimes difficult to obtain them in advance. Accreditation cards with pictures provide better security, but are not essential. The Host Committee should take local circumstances into consideration and decide, when designing the card,

whether the advantages do, or do not, outweigh these difficulties and expense of photographic identification.

11. The personal data for each participant was placed on the accreditation card by an adhesive label and the card was then covered by plastic sealing. At the 1988 Games, these cards were prepared by the Results Centre using the data that had been sent to the Centre on the registration forms. We recommend this procedure be continued as these cards could easily be prepared by the computer which would also keep a record of the accreditation cards issued. However, whether the accreditation cards are prepared by a computer or manually, it is most important that the registration data be obtained by the Registration sub-committee at least two weeks before the Games.

B Opening and Closing Ceremonies

1. The opening and closing ceremonies of the 1988 Games were highlighted by an Olympic Torch that was carried by runners from Winnipeg to Beausejour and from Beausejour to Pinawa. This operation required over 100 runners of all ages; some were in wheelchairs. This brought a good deal of publicity to the Games and permitted people who could not compete, to feel that they were one of the Games athletes.
2. The torch that was used for the run was good in appearance, but poor in operation. Even after some modifications, it repeatedly went out if there was any wind. We recommend that, if future Games have a torch run, they obtain one of a better design (e.g. a torch that was used for Calgary Olympics or one made to that design).
3. The Games flame that was lit by the Olympic torch was a magnificent 14 foot high structure, donated by Abitibi-Price Inc. of Pine Falls. At the conclusion of the 1988 Games, it was donated to the Manitoba Games Council and was placed in storage by the Sport Directorate. We recommend that future Games obtain this flame, and use it in their opening and closing ceremonies.
4. At the 1988 Games ceremonies, RCAF jet planes flew overhead in formation as the audience sang "O Canada". This was spectacular, but requires quite a bit of organization. If a Host Committee wishes any air show or

other displays from the Armed Forces, they should make an application to the Department of National Defence 12 months before their Games, so that this event can be included in the Armed Forces' schedule.

5. At the 1988 Games opening and closing ceremonies, we had hoped to have a minimum of speeches as these are not appreciated by young athletes. However, we found that by the rules of protocol, many senior officials must be invited and given the opportunity to speak. There were too many speeches at our ceremonies and we recommend that future Host Committees endeavor to limit the number.

6. There are strict rules of protocol respecting who should be invited to these ceremonies and where they should sit on the platform. The Chairperson(s) for opening and closing ceremonies should obtain from the Protocol Chairperson and/or the Manitoba Premier's office all this protocol information that will apply.

7. Prior to the Opening and Closing Ceremonies, all senior Chairpersons, officials and V.I.P.'s assembled in nearby comfortable lounges. They then paraded to the Ceremony platform, headed by a piper. This was found to be an effective procedure for assuring that all these persons arrived at one time and could easily be shown to their assigned places.

8. Immediately after the Opening Ceremony, there was a reception for the V.I.P and senior members of the Host Committee, the Sport Directorate, Manitoba Games Council,

Regional Sports Development Association, etc. This proved an excellent means for these persons to meet and become acquainted.

C VIPs and Protocol

1. At the 1988 Games we found that most VIP's, senior officials and patrons did not want or expect special treatment, seating, transportation and gifts. They were content to walk around to the sports venue by themselves and observe the events; some had their own children or friends participating.
2. A special room for VIP's, senior officials and patrons was set up in Pinawa with food, coffee and soft drinks. Few people made use of this room; this was due in part to poor publicity of its existence, and partly because some persons did not want this special treatment. We suggest that at future Games, this VIP lounge only be open on specified occasions, e.g. before closing ceremonies, or possibly only for specified hours at the end of each day and/or that its use be broadened to include many more people.
3. The presence of the Lieutenant Governor, the Premier, members of Cabinet, Members of Parliament, etc. at the Games is a courteous gesture to our government, is very good advertising and indicates the importance of this activity. Many of these VIPs enjoy being invited to the Games, but it is necessary to send them invitations well in advance (e.g. at least three months) so that they can schedule the Games in their busy timetables. Games officials should recognize that some of those who have agreed to attend will be forced to decline at the last minute due to urgent other requirements.
4. The rules of protocol for senior dignitaries are complex. The Chairperson for VIPs and Protocol should consult with the Lieutenant Governor's and the Premier's office to ensure that the protocol rules are correctly followed at the Games.

D Entertainment

1. An entertainment program was organized at the 1988 Games for the participants in the evenings and at other times when they were not watching or participating in the sports events. However, we found that many persons were content to just sit and talk with other participants or walk around the communities.

2. The entertainment program included:
   - adult receptions sponsored by Western Canada Games and the Eastman Sports Development Association
   - junior street dance
   - video movies and games at the teen centre
   - fashion show
   - junior drop-in centre (alcohol free)
   - adult drop-in centre
   - opening reception for VIP's and senior personnel
   - beer garden for all adult participants and spectators

3. Manitoba Hydro, Whiteshell Research and Abitibi-Price Inc. conducted a tour of their facilities. Those wishing to attend made their own arrangement, and provided their own transportation.

4. Some persons considered that there were too many evening social events. They felt that they should attend, but did not wish to do so every night. Other persons thought there should be more social events. There was also some adverse comment that some organizations sponsored events while others did not. We suggest that future

Entertainment Committees carefully consider well in advance how many social events should be held and who should sponsor them.

E Results Centre

1. The operation of the Games entails the recording and sorting of a great deal of information concerning the competing athletes, the results of the sports events, and the sports points used to calculate the winning regions. Not all this work can be done by a manual system in an acceptable time, and a computer system must be set up.
2. The 1988 Games were able to borrow three advanced IBM-compatible microcomputers with hard disks (i.e., "At clones") from Computerland Ltd. in Winnipeg and Whiteshell Research at Pinawa. These microcomputers were located, one in Beausejour and two in Pinawa.
3. The microcomputers at Pinawa and Beausejour were used to perform all the recording, calculating and printing tasks. They were employed in advance of the Games to prepare labels for each participant for their personal accreditation tags. During the Games, the computers prepared current reports on the Games results for use by the participants and by the media. The results from every sports event, were needed to calculate regional points which were used to determine the winning regions and the most improved region. Awards were presented in these categories at the Closing Ceremonies.
4. Data used to report results from the Games was entered into the microcomputers and stored on disk as it was generated. Copies of the disk files were made periodically to prevent inadvertent loss of data. These

duplicate records were extremely important; as it was, a couple of hours work were required on two occasions to recover from an operator's error.

5. The experience of the 1988 Games showed that the task of results entry and reporting is too big for a single microcomputer. During the Games, results for each competitor and team in each event must be recorded, since each competitor's placement contributes to the regions' sport points. Results are needed very soon after the data is available. Consequently, the data entry task alone is too much for a single data entry device, even is staffed by shifts of trained volunteers. Several data entry devices must be used, possibly at more than one site; ideally there should be one data entry device at each sports venue. When this is done, a problem may arise in combining the results from the different devices. In the 1988 Games, the task of combining results from the three micros proved to be a difficult task, and many results were entered twice, once at each site.

6. Other Host Committees might do better by entering data locally and periodically transmitting it by telephone to a central computer, where it could be combined. Multiple floppy-disk-based microcomputers, located at the Host Community(s), could be used for the data entry. These would be cheaper and easier to obtain than the equipment used in Pinawa and Beausejour. The Manitoba government

computer centre in Winnipeg might be used for the central computer. The computer reports could be prepared at the Government Computer Centre and transmitted to the main computer at the Host Community. Alternatively, the Host Community Results Centre would print-out the reports and distribute them.

7. The local computer equipment should be set up in a large, well-ventilated room. There should be adequate space for the equipment and the operators, and plenty of table space for laying out input forms and printed results. A copier and FAX machine should be nearby, so that, as reports are prepared, they can be duplicated and sent to the Games Headquarters to the Athletes Village(s) and to the Media Room. Access to the computer room should be limited to avoid interruptions that might interfere with the production of results.

8. The number of local data entry computers required will depend on the number of events and contestants, and the schedule for the Games. It will also depend on the number of available trained volunteers. This can be determined when the computer task is initially reviewed.

9. The following guidelines should be observed when computer equipment is acquired:

   (a) At least one computer at each site needs a "modem" (and communication software) for communication with other sites.

   (b) A letter-quality printer is needed to send legible

print by FAX. Probably a laser printer is the best type to print out results in a reasonable time. An impact printer is also recommended to print labels.

(c) Auxiliary items for the computers need special attention, because they may be overlooked, or may not be provided in a loan situation unless specifically requested. These items include cables, manuals, and consumables (e.g. paper, labels, ribbons, etc.).

(d) The computer with the modem, and any other unique equipment (including printers) should arrive three months before the Games, to permit final (software development), operator training, and dry runs. The remainder of the equipment should arrive at least 6 weeks before the Games, to be set up and to be used in registration.

(e) The computers should be identical to the extent possible. Any difference among them may lead to differences in operation, and hence to problems during the rushed period of the Games.

10. Software for the Games presents a special problem. The 1988 Games used software from the Western Canadian Games in Saskatchewan. It was written in a database management language called DataBase. That software was modified by a developer for the Manitoba Games, and still required radical changes by the Results Centre volunteer staff, who were computer professionals, before it would fulfill

the needs of the Games. That software was prepared in haste and will not suit the needs of a future Games without more changes. It is recommended that provincial government staff set up and maintain Games software, and provide continuity from one Games to the next.

11. To permit early software development, the method of assigning points to regions should be determined at least three months in advance of the Games. Thereafter, it should not be changed.

12. To permit simple and reliable date entry, software should be set up to assign a unique identification number to each participant or team. This number should appear on each athlete's identification tag, and should be used for reporting results.

13. The schedule of the last day's sports events should be set up to allow at least three hours data for entry and data processing, from the time that the results of the last event are available to the time that the winning regions must be announced.

F Volunteers

1. A very large number of volunteers assisted in the 1988 Games and were essential for its operation and success. In Beausejour and Pinawa, there was a total of about 1,200 volunteers; some worked for 2 or 3 hours and other worked for the duration of the Games.

2 The Executive Committee considered that there would be some resentment if some volunteers received some payment while others gave their time freely. However, it was recognized that some payment might be needed to induce some persons to undertake unattractive work (e.g. work late at night). In order to ensure uniform treatment, it was specified, that any payment to volunteer workers must be approved in advance by the Executive Committee. Due in part to this ruling, there were no requests or occasions when the volunteers were paid at the 1988 Games.

3. A Volunteer Committee was established who centralized the records of volunteers and located volunteers when requested by Committee Chairpersons. Volunteer application forms were distributed through banks, stores, etc. The Volunteer Chairperson also recruited many volunteers by telephone. The various committees recruited many of their volunteers that they required from friends, business connections, and their fellow workers.

4. Various organizations, school classes, etc. took on specific task and provided all the volunteers needed (e.g. all volunteers required at the dining room for a specific meal). These organizations enjoyed having a project that they could work on as a group.
5. While most members of the committees were chosen 18 months before the date of the Games, the active recruitment of most volunteers commenced four months before the Games. We found that, before that time, people had yet become interested in this event and/or did not want to commit themselves in advance. Many volunteer jobs did not actually start until just before or at the time of the Games. It was found to be easier to recruit persons for jobs that are to be done in the immediate future and when the excitement of the Games is nearing its peak.
6. As the towns got into the spirit of the Games, many people wanted to become involved. Most volunteers were given Games golf shirts or T-shirts provided by the Manitoba Lotteries Foundation and wore them with pride.

G Transportation

1. The buses that bring the Games participants to the Host Community and return them to their regions are provided by the Manitoba Games Council through the Sport Directorate.
2. A significant amount of transport of supplies for the Games is required by the Host Committee(s) (e.g. mattresses, hardware). The shipping costs can be in excess of $1,000.00. At the 1988 Games, all trucking was supplied by Naakyens Transport Ltd. of Beausejour. This company generously did not charge the Games for this shipping, but considered it to be their donation to the Games.
3. Several truck, buses, and cars were required for the Games at Pinawa and Beausejour to transport athletes, equipment and officials in that area. Most of these vehicles were supplied, at no charge, by local businesses and individuals. No difficulties were encountered in procuring or using these vehicles.

H Commissaries (Snack Stands)

1. At the Games, there is a need for snack stands, food bars, etc. to sell food (e.g. hot dogs, hamburgers, chips, drinks, etc) to participants and spectators. These are required at or near the Athletes Village, at the dining rooms and at the sports venues.
2. The commissaries usually operate at a profit. However, there is usually a financial problem of how to recover the costs of unused stock.
3. The commissaries can be operated in various ways, some of these are:
   (a) the commissaries can be operated by a sub-committee of the O/S Committee. Volunteers may be used to operate the stands, but it requires some experienced person in charge to determine how and what to order, what equipment is required and where it can be obtained, how to collect and keep track of receipts, how to pay bills, what is required by the Department of Health, and what to do with surplus stock,
   (b) the commissaries could be operated by some service club, Boy Scout Groups or private firm. This club would take total responsibility and pay to the Games a percentage of the net profit,
   (c) the commissary could be operated by a service group or private firm who already has a catering

operation in the town and could readily provide or obtain the required stock and use any surplus material in their other catering operations. The Games would receive a percentage of the net profit.

4. At Pinawa for the 1988 Games, we used a slightly modified version of 3(c) above. A volunteer service group, who operated the snack stand at the local indoor rink, took over the responsibility for the operation of the rink snack stand, which was near the Athletes Village, and the two snack stands near the sports venues. The Games Committee provided the cloth shelter cover over the snack stands, electrical connections. The volunteer group supplied their own equipment and were able to sell all unused stock at their rink snack bar in the next few weeks. The group's supervisors and workers were volunteers and all profits were turned over to the Games.

5. If commissaries are operated in the Games area, arrangements must be made for a garbage pick up from the snack stands and garbage cans in the surrounding area. This should be done on, at least a daily basis, as a surprising amount accumulates.

VI BENEFITS TO COMMUNITY

1. Most people in Pinawa and Beausejour thought that the 1988 Games were an unqualified success. Practically everyone had a good time, volunteered for work at the Games, and enjoyed the Games events. There was an air of excitement through both towns before and at the time of the Games that will be remembered for many years.
2. The people of Beausejour and Pinawa felt the 1988 Games put our towns on the map. Before the Games many Manitobans knew little or nothing of our two communities. Now all the province has heard of Pinawa and Beausejour and has seen picture of our towns. Thousands of Games participants and spectators visited our towns. They left with pleasant memories of our homes, the countryside, our industries, and people.
3. As the result of the 1988 Games, the two towns now have new and enhanced sports facilities which will assist in conducting local sports and in hosting future provincial and regional events.
4. Everyone agreed that the Communities were wise in applying to host the 1988 Games. When our turn comes again, it is almost certain that we will again apply to be the host of a summer or winter Games.
5. The two towns collaborated closely in planning and conducting the 1988 Games. We worked with, and learned to appreciate people in the other town. The friendships developed, the cooperation and the respect

engendered between our communities will remain as one of the most important benefits from our joint participation in the 1988 Games.